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LOGISTICS MANAGEMENT INSTITUTE
4701 Sangamore Road
Washington, D.C. 20016

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PREFACE

The Department of Defense recently placed emphasis on increased logistic support to U.S. forces from allied nations on whose territory U.S. forces are deployed, both in peace and wartime. This "host nation support" (HNS) includes both civil and military assistance to U.S. forces.

The Office of the Secretary of Defense requires the capability to monitor the status of HNS negotiations and progress toward meeting its HNS goals. The objective of this report is to advise the Assistant Secretary of Defense (Manpower, Reserve Affairs, and Logistics) in developing that capability.

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EXECUTIVE SUMMARY

Recent emphasis on host nation support (HNS) for the performance of logistics functions in support of U.S. forces stationed abroad has prompted considerable activity by DoD Components. That activity includes identifying HNS candidates, negotiating HNS agreements, and developing specific joint support plans. While many of the initiatives are focused on Europe, the emphasis is worldwide.

To execute his HNS responsibilities, the Assistant Secretary of Defense (Manpower, Reserve Affairs and Logistics) (ASD(MRA&L)) requires the capability to monitor compliance with DoD policy, track progress toward established goals, measure the cost and force structure implications of HNS, and identify areas in need of management attention. Most of the information required to support these actions can be satisfied by standard summary reports from a system recently developed by the Office of the Joint Chiefs of Staff (OJCS)--the Allied Cooperative Support Sharing System (ACS³). The ACS³ is well suited to use as a HNS management information system: it was developed within the Unified Command structure; it is programmed to support a variety of information needs; and it is designed to have data files maintained overseas, where the HNS requirements are identified and agreements negotiated. We suggest two additional reports on the status of HNS by function, country, and Military Service, but conclude that a separate HNS management information system for the ASD(MRA&L) is neither required nor practical.

In the course of our study of the information required by the ASD(MRA&L) to carry out his HNS responsibilities, we noted several opportunities to improve the HNS program. We believe the program as a whole, and the value of

HNS information in particular, would benefit from clarification of HNS policy and guidance. A DoD directive on HNS is needed. The directive should promulgate policy for planning and negotiating host nation support and for monitoring the benefits and cost of that support. To aid in the development of the directive, we provide definitions of key HNS terms and functions for categorizing HNS requirements and negotiated agreements. In addition, we propose that HNS requirements be measured by (1) the cost to provide the personnel, equipment, and facilities if HNS is not available and (2) the number of U.S. personnel required to be deployed if HNS is not available.

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1. BACKGROUND

The use of host nation resources to support U.S. forces stationed abroad is not a new concept. Prior to 1979, the planning for host nation support was at the discretion of overseas commanders. Resulting support arrangements usually were contractual, often between a local military commander and local industry. Few HNS arrangements were backed by host nation commitments, or extended to wartime support.

U.S. force level reductions in the mid-1970s, especially in logistic support forces, generated a renewed interest in reliance upon host nation resources for support of U.S. forces. At that time, OSD began to place increased emphasis on nation-to-nation agreements in lieu of contractual arrangements. Wartime support also was emphasized.

DoD Directive 2010.8, "Department of Defense Policy for NATO Logistics," was published 2 March 1979. It contains the principal HNS policy statement: "U.S. Forces assigned to NATO should rely to the maximum extent feasible on assured host nation support for the performance of logistic functions." The Draft Consolidated Guidance, FY 82-86, supplements that statement by calling for increased reliance upon HNS in the NATO theater, Japan, and Korea. The Guidance also establishes priorities for satisfying combat service support requirements: HNS, then Reserve Component units, and, finally, Active units.

In a 15 September 1979 Information Memorandum to the Secretary of Defense, the ASD(MRA&L) discussed the status of HNS and the assignment of oversight responsibility for various HNS activities. He identified himself as having primary responsibility for analyzing gross support requirements and determining the suitability of specific functions to be accomplished by HNS.

To carry out these responsibilities, the ASD(MRA&L) established the International Logistics and Support Analysis Directorate and identified a need for extensive HNS program information. In particular, the ASD(MRA&L) needs timely management information to:

- monitor compliance with DoD policy
- track progress toward meeting established goals
- measure cost and force structure implications
- identify areas requiring management attention.

In the remainder of this report, we analyze the information required by the ASD(MRA&L) to carry out his HNS responsibilities and show that an existing OJCS system can provide most of that information. We also suggest a few opportunities to improve the HNS program.

2. A HNS MANAGEMENT INFORMATION SYSTEM

OVERALL REQUIREMENTS

The objective of the HNS management information system is to assist the ASD(MRA&L) in establishing policy and monitoring the HNS program. To do this, the ASD(MRA&L) requires the capability to answer such questions as:

- Which functions have been designated as candidates for HNS?
- What percentage of the total requirements (expressed in dollars and personnel) are planned for HNS performance? What percentage is being negotiated with the host nation? What percentage must be satisfied by active organic units? What is the extent of the overall shortfall, by function, Military Service, and theater?
- What percentage of the total number of Collocated Operating Bases (COB), by country and theater, are covered by joint support plans? What percentage of the total COB requirements are planned for HNS? Which COB functions are not included in the joint support plans?
- Does the U.S. have the required HNS to sustain the major Lines of Communication (LOCs) by theater?
- What are the total cost savings and personnel deployment avoidance resulting from assured HNS? What are the projected savings if the HNS shortfall is satisfied?

In answering these and other questions related to HNS, the ASD(MRA&L) needs information on the status of HNS, worldwide. That information is both qualitative (i.e., status of agreements and joint support plans) and quantitative (such as the number of support units required). It must be current, but access need not be on a realtime basis.

SPECIFIC DATA REQUIREMENTS

The data required by the ASD(MRA&L) to provide the appropriate direction to the HNS program is varied and extensive:

- the functions designated by theater commanders as HNS candidates, by theater, host country, and Military Service

- the total requirements within each function, where the requirements are measured in dollars and personnel
- the requirements within each function planned to be met by organic units and HNS (assured)
- the requirements within each function for which HNS is being negotiated
- the shortfall in requirements within each function that is not planned for either organic units or HNS
- the cost incurred, or expected to be incurred, to achieve the assured HNS, by function.

The ASD(MRA&L) also requires the following data on COBs:

- the number of COBs and COB agreements by theater and host nation
- the total COB requirements and the requirements assured by COB agreements, where the requirements are measured in dollars and personnel
- the cost incurred, or expected to be incurred, from negotiated COB agreements.

Similar data are required on LOCs:

- the total LOC requirements and the requirements assured by HNS agreements, where the requirements are measured in dollars and personnel
- the cost incurred, or expected to be incurred, from negotiated HNS agreements.

SYSTEM SUPPORT

Since the responsibility for determining the HNS requirements and negotiating for the support resides with the Unified Commander, ideally, the HNS management information system should be developed within the Unified Command structure. It should support the information requirements of several levels within the DoD: in-theater logistic planners, theater commanders, Military Services, OJCS, and OSD. It also should be designed to have data files maintained overseas, where the requirements are developed and agreements negotiated.

The Allied Cooperative Support Sharing System (ACS³), developed by the OJCS, meets those requirements. It is designed to support the worldwide HNS information requirement of OJCS. It is linked to major information systems in place, or being developed, to support USEUCOM, U.S. Pacific Command (USPACOM), and component commands.

USEUCOM developed and is operating a HNS management information system entitled Host Nation Support Management System and Consolidated Logistics Activity System Summaries, HNSMS(CLASS). Its purpose is to:

"...enhance the Joint Operation Planning System by allowing the user to analyze the latest approved OPLAN TPFDD with a view toward providing the Unified Commander with Combat, Combat Support, and Combat Service support ratios and shortfalls, HNS Candidates, Assured HNS Inventories, HNS Requirements Submission Inventories and a comprehensive¹ general logistics activity analysis capability...."

The system interfaces with the Joint Operation Planning System (JOPS). It allows a user to access the Time Phased Force Deployment Data (TPFDD) and determine the support shortfall, the support requirements that are candidates for HNS, and the specific requirements for which HNS agreements have been negotiated. In response to a request from the OJCS, the HNSMS(CLASS) data base was recently updated to include all HNS agreements for wartime support in the European theater.

The system is under the cognizance of EUCOM J4/7. Component commanders submit detailed logistics requirements to the Unified Commander; these requirements are then verified against the current OPLAN. Once verified, some of the requirements are identified as candidates for HNS. If the host nation agrees to meet these requirements, the HNSMS files are updated to indicate the requirements will be met by assured HNS. The updated files are then transmitted to the OJCS for use by the ACS³.

¹HNSMS(CLASS) Users Manual, 1 March 1980.

USPACOM plans to develop a system with capabilities similar to those of the HNSMS(CLASS). It will be patterned after HNSMS(CLASS) in its interaction with JOPS, OPLANS, and TPFDD, and its data processing capabilities should be similar to those of USEUCOM's system. Since HNS in Korea and Japan has traditionally differed from that provided within the NATO theater, the USPACOM system will be tailored to meet the unique requirements of that command. All file maintenance will be performed overseas, with updates transmitted directly to OJCS.

The primary products of the ACS³ are summaries of HNS requirements, commitments from host nations, benefits from assured support, and costs to host nations. Several of these summaries are briefly described below and in more detail in Appendix A.

Summary of HNS by Major Element

This report shows the assured and candidate HNS by major military unit and country of performance.

Economic Value of HNS to the United States

This report shows the estimated cost to the U.S. if the host nation did not provide the support and the U.S. had to develop and/or deploy the resources necessary to meet the requirement, less reimbursements to the host nation. It presents both investment and operating costs, based upon the pricing factor for work unit (i.e., unit of measure) of the designated function.

Force Structure Value to the United States

This report, which is being developed, provides the value of HNS in terms of U.S. force structure. Currently, U.S. Navy Europe uses the Advanced Base Functional Component (ABFC) which would be required to perform the function for determining the personnel avoidance. Tables of Organization and

Equipment (TOEs) could be similarly used. Both the ABFC and TOE can be readily converted into unit type codes contained in the JOPS.

Agreement Status

This report shows the status and most recent update of agreements for assured HNS by country, location, and Military Service.

Cost to Host Nation

This report shows the cost to the host nation of providing HNS, by country, Military Service, and function. The costs are obtained from the host nation when the agreement is executed or updated.

Host Nation Support Summary

This report shows the total potential HNS by function, U.S. capability, assured HNS, and the support shortfall. It also shows the number of agreements under negotiation for assured HNS.

The above ACS³ summary reports illustrate the system's capability to support the special information needs of the ASD(MRA&L). Development of a separate HNS information system for OSD use is not necessary. Consequently, we recommend:

The ASD(MRA&L) request the OJCS to support his HNS information needs using the ACS³ system.

Many of the information requirements of the ASD(MRA&L) can be satisfied by standard ACS³ summaries, particularly the several reports described in Appendix A. (The system can also provide detailed information on HNS embodied in COB agreements on an as-needed basis.) To augment that information, we suggest the ASD (MRA&L) also request that the OJCS develop two additional reports: an OSD Summary Report (described in Table 2-1) and a variation (described in Table 2-2) of OJCS's HNS Summary. These additional reports will provide the ASD(MRA&L) with the information required to determine the overall status of HNS, by function, country, and Military Service.

TABLE 2-1. OSD HNS SUMMARY REPORT

<u>Field</u>	<u>Field Name</u>	<u>Definition</u>
1	Country	Country providing support
2	Component	U.S. Military Service receiving support
3	Function	Support classification
4	Subfunction	Subdivision of function described in field 3
5	Units of Measure	\$/U.S. personnel
6	Support Time Frame	P - Peace T - Transition to War (M to D-Day) W - War (D-Day+)
7	Total Support Requirement	The total support measured in \$ and/or personnel, required in the functional area
8	Required Organic Support	The support requirement which can only be met by U.S. organic support
9	Nonorganic Support	The support requirement which does not need to be satisfied by U.S. organic capability
10	U.S. Capability	U.S. capability to meet the required organic support
11	HNS Status	The percentage of the non-organic support requirement assured by the host nation and the percentage under negotiation
12	Change in Status	Changes in assured HNS and HNS being negotiated since last reporting period
13	Shortfall	The support requirement not provided by U.S. capability, assured HNS, and not under negotiation
14	Totals	a. Component by function and country b. Country by component and function

TABLE 2-2. HNS SUMMARY

<u>Field</u>	<u>Field Name</u>	<u>Definition</u>																
1	Function	Support classification																
2	Subfunction	Subdivision of function																
3	Country	Country providing support																
4	Component	U.S. Military Service receiving/requiring support																
5	Work Unit	The support being provided/required																
6	Support Requirement	A summary of support required in the functional area (for functions identified as HNS candidates)																
7	U.S. Capability	U.S. force structure contributions toward fulfilling the support requirements (for functions identified as HNS candidates)																
8	HNS Assured Support	The support provided by the host country																
9	Support Shortfall	The difference between the support requirement and the total of U.S. and the HNS assured capabilities																
10	Status of Agreements Under Negotiation	Calendar date of the latest negotiation event, coded as follows:																
		<table><tr><th><u>Event</u></th><th><u>Code</u></th></tr><tr><td>Negotiations for MOUs initiated</td><td>A</td></tr><tr><td>MOU signed</td><td>B</td></tr><tr><td>Negotiations for Technical Agreement initiated</td><td>C</td></tr><tr><td>Technical Agreement signed</td><td>D</td></tr><tr><td>Negotiations for Joint Support Plan initiated</td><td></td></tr><tr><td>Projected completion of negotiations for Joint Support Plan</td><td>E</td></tr><tr><td>Joint Support Plan signed</td><td>F</td></tr></table>	<u>Event</u>	<u>Code</u>	Negotiations for MOUs initiated	A	MOU signed	B	Negotiations for Technical Agreement initiated	C	Technical Agreement signed	D	Negotiations for Joint Support Plan initiated		Projected completion of negotiations for Joint Support Plan	E	Joint Support Plan signed	F
<u>Event</u>	<u>Code</u>																	
Negotiations for MOUs initiated	A																	
MOU signed	B																	
Negotiations for Technical Agreement initiated	C																	
Technical Agreement signed	D																	
Negotiations for Joint Support Plan initiated																		
Projected completion of negotiations for Joint Support Plan	E																	
Joint Support Plan signed	F																	
11	Totals	a. Component by function b. Country by function																

3. A FOUNDATION FOR THE HNS PROGRAM

In the course of our study of HNS information requirements, we noted several opportunities for ASD(MRA&L) to improve the foundation of the HNS program. Some of these were brought to our attention by General Accounting Office (GAO) and Defense Audit Service (DAS) reports. Others we identified during field visits to overseas commands.

In 1978, GAO identified in its report, Planning Host Nation Support for U.S. Forces in Europe, several deficiencies in HNS policies and concluded that the Military Departments require additional guidance in determining the extent to which HNS should be applied. GAO also observed that the Departments were inconsistent in their use of HNS in developing force structure plans.

In 1979, the ASD(MRA&L) tasked the Defense Audit Service (DAS) to develop a benchmark for HNS in Europe by auditing all HNS agreements. That tasking was subsequently modified to include only those agreements pertaining to Lines of Communication (LOCs) and Collocated Operating Bases (COBs). In its draft reports DAS highlighted some of the same deficiencies noted by GAO and specifically recommended that guidance be provided on the extent U.S. forces should rely upon HNS and the types of logistic support that are HNS candidates. Also, the DAS recommended that existing HNS policy be expanded to recognize peacetime HNS, contractual support, and support obtained through direct employment of foreign nationals.

During our field visits, we found that headquarters personnel are concerned about the degree of risk acceptable in relying upon host nation commitments. Questions were also raised about peacetime HNS which might transition into wartime support and the criteria for categorizing contractual

arrangements as HNS. (This question is of particular interest in light of PL 96-323, North Atlantic Treaty Organization Mutual Support Act, 1979, which acknowledges that contractual peacetime support may carry over into wartime.)

We found also that the value of HNS information could be greatly increased by defining a consistent set of HNS terms, standardizing the categorization of HNS functions, and adopting units of measure that are not only common to all functions, but are meaningful to force structure and fiscal planners.

Based on GAO and DAS findings and our own observations, we believe that the HNS program and the information system in particular would benefit from actions by ASD(MRA&L) to clarify HNS policy and guidance. HNS policy and guidance is now presented in DoDD 2010.8, which addresses NATO logistics, and the Consolidated Guidance, FY 82-86, which leaves much to interpretation. We believe a DoD directive on HNS is needed. Therefore, we recommend:

The ASD(MRA&L) issue a DoD Directive which promulgates policies and implementing guidance governing the planning and negotiating for host nation support, and monitoring the benefits and cost of that support.

The HNS directive should provide a comprehensive treatment of host nation support and its role in the DoD logistic structure. Specifically, it should address:

- the purpose of the directive and its application
- the HNS policies and objectives
- the organizations responsible to implement policies and ensure objectives are achieved
- the definitions of terms used in the directive
- the functions for categorizing HNS requirements and commitments
- the measures of HNS requirements, commitments, and shortfalls
- the information required by the ASD(MRA&L) to monitor the overall HNS program.

To aid development of the recommended directive, the balance of this chapter provides our suggestions for strengthening the foundation of the HNS program. The suggestions specifically address the definition of HNS terms, standardization of functions for categorizing and monitoring HNS, adoption of appropriate measures of the HNS program, and statement of the HNS program objectives.

HNS DEFINITIONS

Several ambiguous terms are used in the HNS program. The term "Host Nation Support" is an example. As defined in DoDD 2010.8, it includes both peacetime and wartime support. The definition is silent on contractual support and the employment of foreign nationals. The Consolidated Guidance, FY 82-86, implies that HNS is for wartime only.

Another ambiguous term is "Assured Host Nation Support." The USEUCOM criteria for labeling HNS as "assured" is specified in European Directive 60-2. That Directive states, in part:

"When the host nation has provided the U.S. with reasonable assurance that a wartime support function will be provided, the Component will code the appropriate OPLAN computer record(s) to reflect it as an allied in-place force."

In practice, individuals interpret assured support in various ways, ranging from a willingness to accept on good faith to favoring a requirement for exercising the committed support. Many of the interpretations conflict with the DoDD 2010.8 definition of assured host nation support:

"Assured host nation support means that a satisfactory written agreement has been reached and the necessary resources have been provided or specifically earmarked to implement the support when required."

The development and promulgation of common terminology is fundamental to all effective programs. HNS is no exception. The following definitions provide the necessary base for the HNS program.

To eliminate the ambiguity associated with the term "Host Nation Support," we propose that it be defined as follows:

Host Nation Support. Civil and military assistance rendered in wartime to U.S. forces and organizations located on the host nation's territory or in contiguous seas; the basis of that assistance is commitments arising from bilateral agreements executed with the host nation.

Defining HNS in this manner restricts it to a host nation commitment to provide the agreed upon support during wartime. Peacetime assistance should not be considered HNS unless there is a commitment from the host nation to continue that assistance during wartime.

Employment of foreign nationals is frequently interpreted as HNS, but most of the existing contractual arrangements do not include a host nation commitment. Consequently, such support should be treated separately. The following proposed definition accomplishes that goal:

Foreign National Support. Civil assistance rendered in peacetime or wartime to U.S. forces and organization; the basis of that assistance is commitments arising from contracts with foreign nationals.

The following proposed definitions establish a hierarchy for HNS negotiations. Memoranda of Understanding authorize DoD personnel to develop technical agreements with host nation representatives. Once those agreements have been signed, then planners from both the host nation and U.S. forces develop specific joint support plans.

Memorandum of Understanding (MOU). A broad, bilateral agreement which establishes the principal that the host nation will provide support to U.S. forces stationed on its territory during wartime; MOUs, also known as umbrella agreements, are usually negotiated at the Ministry level.

Technical Agreement. An agreement within the context of a memorandum of understanding which defines the terms of reference, the functions to be supported, and the procedures for developing detailed joint support plans.

Joint Support Plan. An agreement which establishes specific host nation responsibilities, including the type, quantity, and location of support to be provided, and when that support is to be available.

To complement the hierarchy in the HNS negotiation process, we propose the following definitions of HNS requirements documents:

Concept Plan. A general statement of HNS requirements used as a basis for development of a technical agreement; the requirements in the concept plan will normally be stated in U.S. military unit equivalents.

Detailed Plan. A detailed statement of HNS requirements, including the required tasks, facilities, personnel, and equipment, prepared for the host nation and used as a basis for development of a joint support plan.

The concept plan states the general requirements; the detailed plan provides the specific requirements.

We also propose the following definitions for COBs and COB agreements (the JCS definition for Lines of Communication is provided for completeness):

Collocated Operating Base (COB). A base or facility where detachments, units, or organizations of two or more nations are physically located for operations or support.

COB Agreement. A joint support plan for a host nation to provide base operating and other support to U.S. forces stationed on a particular COB.

Lines of Communication (LOC). All the routes, land, water, and air which connect an operating military force with one or more bases of operations, and along which supplies and reinforcements move (JCS Pub. 1).

COB agreements usually call for a wide variety of HNS functions, from airfield repair to billeting, to be provided under one joint support plan. LOCs also require several HNS functions even though the provision of the LOC support may take place at various locations. Consequently, several joint support plans may be required to assure a LOC during wartime.

HNS FUNCTIONS

The use of meaningful categories, or functions, of HNS is a key factor in an effective HNS management information system. Currently, each DoD Component categorizes its HNS requirements and any support received/committed without specific OSD guidance. To evaluate and monitor the benefits of HNS, a common structure of HNS functions should be employed throughout the DoD. A proposed structure for HNS functions is displayed in Figure 3-1; the elements of the structure are defined in Appendix B.

MEASURES OF HNS

The detailed logistics requirements used by in-theater planners (such as tons of cargo to be moved, number of personnel serviced, or pounds of laundry per day) are not useful to ASD(MRA&L). The ASD(MRA&L) needs to know the force structure and fiscal implications of HNS. We propose the following measures for HNS:

The basic measures of HNS are 1) the cost in U.S. dollars to the U.S. Government of personnel, equipment, material, and facilities if HNS is not available, and 2) the implications of not having to deploy the personnel to perform the function planned for HNS, stated in number of U.S. personnel.

Use of the military unit equivalent is key to matching the progress of assured HNS against the total required. It is also consistent with the consolidated guidance priorities for satisfying logistic support requirements: HNS, Reserve Component units, and then Active units.

Using U.S. military unit equivalents, such as TOEs or ABFCs, measures the HNS program in terms appropriate for clear communication among the overseas logistic planners, theater commanders, and representatives from the host country, OJCS, and OSD. The military unit equivalents can also be readily translated into dollars and personnel for comparison with funding and manpower deployment requirements. These dollars and personnel are of primary interest

FIGURE 3-1. STRUCTURE OF HNS FUNCTIONS

Function/Subfunction
Transportation and Material Handling
POD/APOD Reception/Departure
POD/APOD Clearance
In-Theater Origin Movement
Terminal Transfer
Movements Control
Supply
Depot Storage and Distribution
Supply Support
Equipment Maintenance
Aircraft
Ships
Missiles
Combat Vehicles
Weapons and Ordnance
Electronics and Telecommunications Equipment
Other Equipment
Salvage
Engineering Support
Airfield Damage Repair
Construction/Renovation
Other Engineering Support
Facilities and Base Operating Support
Facility Usage
Base Operations
Real Property Maintenance
Security and Control
Airfield/Port/Installation Security
Rear Area Security and Control
POW Security
Rear Area Fire and Damage Control
Communications
Medical
Medical/Dental Treatment
Medical Evacuation
Medical Storage
Harbor Operations
Services

to the ASD(MRA&L) because they measure the HNS program in terms suitable for establishing policy and monitoring the program.

HNS OBJECTIVE

In practice, not all functions are appropriate candidates for HNS. Maintenance of complex, front-line weapon systems is one such function. In general terms, the closer the function is performed to the combat zone, the less likely that HNS will be acceptable. Overseas component commanders should identify the functions which are candidates for performance by HNS. For each function which is a HNS candidate, theater logistic planners should determine the total number of support units required. These units and the services they provide should constitute the total theater requirement for the function.

Some portion of the requirements must be satisfied by Active Component units--those either in-theater or stationed in CONUS--or by Reserve Component units. The balance may be satisfied through HNS. The difference between the support requirements for HNS candidate functions and available or planned support (including Active and Reserve Components, and negotiated HNS) is the shortfall. The focus of the HNS program should be on eliminating the support shortfall. Consequently, we propose the following objective for the HNS program:

The objective of the HNS program is to reduce the support shortfall to zero for every HNS candidate function through increased support from the host nation.

APPENDIX A
SELECTED SUMMARY REPORTS FROM ACS³

The ACS³ is to produce the following reports on an "as required" basis.

TABLE A-1. EXECUTIVE SUMMARIES

Assured/Candidate HNS by Major Military Unit by Country

<u>Field</u>	<u>Field Name</u>	<u>Definition</u>
1	Country Name	Country providing support
2	Component	U.S. Military Service receiving support
3	Element Supported	Name of major unit receiving support
4	Support Timeframe	Peace = Peace Transition = M-Day to D-Day War = M-Day to D-Day+
5	Function	Functional area of support
6	Subfunction	A further subdivision of function described in field 5
7	Unit of Measure	Unit of measure for each function
8	Quantity	Total amount of work unit for each line
9	Subtotal Quantity	Support will be subtotaled for each subfunction and support time period by major unit. Subtotal will follow report of each major unit.
10	Total Quantity	Support will be totaled for each country by subfunction and support time period. The totals will be both noncumulative and cumulative.

TABLE A-2. SUMMARY REPORT OF COST AVOIDANCE

<u>Field</u>	<u>Field Name</u>	<u>Definition</u>
1	Country Name	Country providing support
2	Component	U.S. Military Service receiving support
3	Function	Function area of support
4	Subfunction	A further subdivision of functions stated in field 3
5	Work Units Provided	Total work units provided by each subfunction
6	Unit of Measure	Unit of measure equates to a work unit
7	Investment Cost Avoidance	Each work unit of logistic support represents an investment cost which will be incurred to the U.S. or a host nation that would provide the support.
8	Operational Costs Avoidance	Each work unit represents a daily operations cost to either the host nation or to the U.S. For facilities costs, the work unit costs must be determined at time of inputting the agreement into HNS or its update.
9	Front Money	Each support arrangement has a cost at time of initial investment. Generally a percentage of this cost is incurred to the U.S. and to the host nation. This percentage breakout is determined by the USEUCOM in conjunction with host country. This information is inputted into the HNSMS data bank at time of agreement input or update. Front money is that portion of the investment cost incurred to the U.S.
10	Investment Cost Savings	This field is the difference between investment costs savings (field 7) and front money (field 9).
11	Totals	(a) Fields 5, 7, 8, 9, and 10 will be totaled by each subfunction when there is a series of subfunction outputs. Total will immediately follow the subfunction. (b) At end of report, Fields 7, 8, 9, and 10 will be totaled by country and component.

TABLE A-3. AGREEMENT STATUS

<u>Field</u>	<u>Field Name</u>	<u>Definition</u>
1	Agreement Reference Number	A number identifying each HNS agreement
2	Country Name	Country providing support
3	GEOLOC	Specific location in the country providing support
4	Functional Area	Function and subfunctional area of support
5	Agreement Status	Date and latest type of agreement/ understanding
6	Support Description	General noun description of the support
7	Work Unit	Quantified support
8	Benefit Code	Code will designate the type benefit to be realized from the agreement C - cost sharing F - force structure Q - quality of life R - readiness
9	Support Timeframe	P - peace T - transition (M-day to D-day) W - war (D-day+)
10	Component	A - Army N - Navy F - Air Force

TABLE A-4. SUMMARY OF COST TO HOST NATION

<u>Field</u>	<u>Field Name</u>	<u>Definition</u>
1	Country Name	Country providing support
2	Function	Functional area of support
3	Subfunction	A further subdivision of the function
4	Work Units Provided	Total work units provided by each function and subfunction
5	Unit of Measure	Unit of measure equates to a work unit
6	Investment Cost	The host nation has an investment cost for any support provided. To determine the cost per work unit, the total costs are divided by the number of work units.
7	Operational Costs	Each work unit represents a daily operations costs to the host nation. These costs will either be in a total costs or a period costs.
8	Totals	<p>(a) Fields 4, 6, and 7 will be totaled by subfunction when there is a series of subfunction outputs. Totals will immediately follow the subfunction.</p> <p>(b) Fields 6 and 7 will be totaled by country and component.</p>

TABLE A-5. EXECUTIVE SUMMARY

Host Nation Support Summary

<u>Field</u>	<u>Field Name</u>	<u>Definition</u>
1	Function	Functional area of support
2	Subfunction	A further subdivision of the function
3	Component	U.S. Military Service receiving/ requiring support
4	Work Unit	The support being provided/required
5	Support Requirement	A summarization of work units of support required in the functional area. This support only relates to the functions that have been identified as actual or potential HNS areas.
6	U.S. Capability	U.S. force structure contributions toward fulfilling the support requirements. This could be a direct extraction from TPFDL. It only relates to the functions that have been identified as actual or potential HNS areas.
7	HNS Assured Support	The support provided by a host country to fulfill a U.S. stated need.
8	Support Shortfall	The difference between the support requirement and the total of U.S. and the HNS assured capabilities
9	Agreements Under Negotiations	Sum of agreements under negotiations that are in progress toward the category of HNS assured
10	Totals	a. Component by function b. Country by function

APPENDIX B
DEFINITIONS OF HNS FUNCTIONS

TRANSPORTATION AND MATERIAL HANDLING

This function includes the personnel, equipment, material, and facilities required for the movement of personnel and the movement, handling, transportation, and temporary storage of cargo, munitions, and bulk POL. This function most closely equates to the commonly accepted definition of lines of communication and is the sum of the following subfunctions:

1. POD/APOD Reception/Departure - This subfunction includes the reception and departure of ships and aircraft to/from sea and aerial ports of debarkation and the performance of tasks necessary to unload and load inbound or retrograde cargo, personnel, munitions, and bulk POL. It includes material handling (including container handling) and temporary storage required prior to the further movement of the material in the theater. It also includes tasks and services which support port operations at the POD/APOD such as servicing of aircraft, and refueling and replenishing of ships and specifically includes tasks in support of logistics over the shore (LOTS). Included are the equipments and material such as boats, barges, lighters, cranes, forklifts, and other material and container handling equipment, buses, trucks, ground support equipment, and like equipment and material. It includes facilities and other real property such as terminals, material and container handling facilities, staging areas, storage tanks, piers, transient barracks and camps, mess halls, and other facilities which support POD/APOD reception and departure.

2. POD/APOD Clearance - This subfunction includes the clearance of sea and aerial ports of debarkation and is the performance of tasks necessary to transport cargo, personnel, munitions, and bulk POL from the ports to terminals for subsequent distribution to U.S. forces. It includes civilian and military equipment and material such as buses, trucks, tractors, trailers, rail cars, aircraft (military or commercial), ships, barges, boats, and other transportation equipment and material.

3. In-Theater Origin Movement - This subfunction includes the in-theater movement of personnel and material from in-theater locations (e.g., storage sites for prepositioned material, etc.) to in-theater terminals and the performance of tasks necessary to transport cargo, personnel, munitions, and POL from in-theater storage locations to in-theater terminals for subsequent distribution to U.S. forces. It excludes material handling tasks required to load transportation equipment; these are to be accounted for in the Depot Storage and Distribution subfunction. It includes civilian and military equipment and material as included in POD/APOD clearance above.

4. Terminal Transfer - This subfunction includes the operation of terminals to distribute material to U.S. forces and the performance of tasks and services such as material receipt, storage, and control, material handling, and transportation; it includes equipment and material such as material handling equipment, and all forms of transportation equipment. It includes facilities and other real property such as terminals, material handling facilities, staging areas, storage tanks, and other terminal and distribution facilities.

5. Movements Control - This subfunction includes the planning, liaison, coordination, and control of all in-theater transportation and movement of cargo and personnel.

SUPPLY

This function includes the personnel, equipment, material, and facilities required for the operation of supply depots and storage facilities. It includes supply support which is not associated with any other specific support function in these definitions. This function is the sum of the following subfunctions:

1. Depot Storage and Distribution - This subfunction includes the operation of supply depots and other facilities (whether for one-time outload or continuous operation) and the performance of tasks such as material receipt, storage, control, issue, and preparation for shipment of cargo, POL, equipment, and ammunition. It includes material handling functions for material receipt, rewarehousing, and shipment but excludes transportation which is to be included in the In-Theater Origin Movement subfunction. It includes personnel equipment and material to support depot operations such as material handling equipment, office machines, ADP equipment, support vehicles, and other depot operations equipment and material. It includes facilities and other real property such as depot administrative office areas and facilities for open and covered storage, POL storage and distribution, refrigerated storage, ammunition storage, and other storage and depot support facilities.

2. Supply Support - This subfunction includes equipment and material which cannot be associated with any of the functions identified by these definitions and which is supplied for the direct consumption or use by U.S. forces. Equipment and material which fall within this subfunction shall be further identified according to the standard 10 classes of supply as defined in JCS Pub. 1.

I - Subsistence

II - Individual and Organizational Equipment

- III - POL
- IV - Construction Material
- V - Ammunition
- VI - Personal Items
- VII - Major End Items
- VIII - Medical Material
- IX - Repair Parts
- X - Support of Nonmilitary Programs

EQUIPMENT MAINTENANCE

This function includes the personnel, equipment, material, and facilities required for the maintenance of weapon systems and other equipment and the recovery and salvage of weapon systems and other equipment. This function provides for all levels of maintenance, repair, overhaul, rebuild, and modification (including inspection, test, reclamation, manufacture of parts, and technical assistance) of end items, systems, components, support equipment, and other equipment. It includes subfunctions for aircraft, ships, missiles, combat (and tactical) vehicles, weapons and ordnance (including munitions), electronic and telecommunications equipment, and other equipment (e.g., construction equipment, material handling equipment, general purpose equipment, etc.). It also includes salvage operations for all types of weapon systems. Each maintenance subfunction includes personnel, equipment and material in support of maintenance such as cranes, lifts, handling equipment, test equipment, machine tools and other support equipment, and other maintenance material. Included also are facilities and other real property such as piers, drydocks, open maintenance areas, maintenance hangars and other covered maintenance facilities, and other maintenance support facilities. (Equipment,

material, and facilities for salvage operations are defined separately.) This function is the sum of the following maintenance subfunctions:

1. Aircraft
2. Ships
3. Missiles
4. Combat Vehicles
5. Weapons and Ordnance
6. Electronics and Telecommunications Equipment
7. Other Equipment

8. Salvage - This subfunction encompasses salvage operations for weapon systems and other equipment including vehicle collection, classification and salvage, aircraft salvage, and ship towing and salvage. It includes personnel, equipment, and material to support salvage operations such as towing and recovery vehicles, tugs and salvage ships trucks, cranes, lifts, handling equipment, tools, and other support equipment and material. It includes facilities and other real property such as piers, drydocks, open maintenance areas, maintenance hangars and other covered maintenance facilities, salvage yards, and other salvage support facilities.

ENGINEERING SUPPORT

This function includes the personnel, equipment, material, and facilities required for engineering support such as airfield damage repair, facility construction and renovation, and other field engineering support. This function is the sum of the following subfunctions:

1. Airfield Damage Repair - This subfunction includes the repair and resurfacing of airfield runways, taxiways, and parking aprons and the personnel, equipment, and material required to repair airfield surfaces such as

trucks, concrete mixers, compressors, pneumatic hammers, stone saws, vibrators, lumber, plywood, cement, gravel, crushed stone, sand, reinforcing rods, airfield matting, etc.

2. Construction/Renovation - This subfunction includes the construction and major renovation of buildings and other facilities including seaport construction, renovation, and dredging but excluding airfield damage repair. It includes personnel, equipment, and material in support of construction, renovation, and port dredging.

3. Other Engineering Support - This subfunction includes other engineering support in the field such as bridging of rivers, road and bridge repair, topographic and cartographic support, and other field engineering support. It includes personnel, equipment, and material such as bridging vehicles, boats, amphibians, warping tugs, trucks, bridge sections, causeways, surveying equipment, construction equipment and material, road resurfacing equipment and material, and other engineering support equipment and material.

FACILITIES AND BASE OPERATING SUPPORT

This function includes facilities, personnel, equipment, and material required for base operating support, and real property maintenance. It excludes installation security which is contained in the Airfield/Port/Installation Security subfunction. This function is the sum of the following subfunctions:

1. Facility Usage - This subfunction includes facilities and other real property (not otherwise specifically identified in these definitions), such as airfields, ports, installations, hardened sites, land, aircraft hangars/shelters, troop billeting and other facilities. It specifically includes the use of airfields and ports as safe havens or alternate landing fields and harbors for U.S. aircraft and ships.

2. Base Operations - This subfunction includes base/installation administration (e.g., ADP services, information and legal activities, civilian and military personnel administration, printing and reproduction, safety, and other administrative support), installation level supply services and equipment maintenance, other base services and support (e.g., local transportation, training, laundry and dry cleaning, and administrative air base operations), bachelor housing operations and furnishings, and other personnel support (e.g., food service, social and community services, chaplain services, and recreation activities). It includes equipment, material, and facilities in support of base operations.

3. Real Property Maintenance - This subfunction includes the maintenance and repair of bases and installations, utilities operation, minor construction and other engineering support for bases and installations. It includes personnel, equipment and material necessary to perform these tasks.

SECURITY AND CONTROL

This function includes the personnel, equipment, material, and facilities required for the physical security of airfields/ports/installations, supply routes, and rear areas. It also includes control of traffic and population movement, handling and security of prisoners of war (POW), and fire and area damage control. This function is the sum of the following subfunctions:

1. Airfield/Port/Installation Security - This subfunction includes the physical security of airfields, ports, and installations by the performance of tasks such as ingress/egress control, perimeter security, patrolling and surveillance. It includes personnel, equipment, and material necessary for airfield/port/installation security such as weapons, vehicles, surveillance equipment, communication equipment, and other equipment and material. Also included are facilities for command and control and security operations.

2. Rear Area Security and Control - This subfunction includes the security of supply routes and rear areas and the control of traffic and population movement. It includes personnel, equipment, and material necessary for regional security and control such as weapons, vehicles, surveillance equipment, communication equipment, and other equipment and material. It includes facilities for command and control and security operations.

3. POW Security - This subfunction provides for the handling and security of prisoners of war. It includes personnel, equipment, and material necessary for POW security such as weapons, vehicles, surveillance equipment, communication equipment, and other equipment and material. It includes facilities and other real property such as command and control facilities, operations centers, confinement areas, and billeting and messing facilities.

4. Rear Area Fire and Damage Control - This subfunction includes rear area fire fighting and damage control. It includes personnel, equipment, and material necessary for fire and damage control such as fire fighting equipment, rescue/crash vehicles, other support vehicles, damage control equipment, and other equipment and material. It includes facilities such as fire fighting and damage control operations facilities.

COMMUNICATIONS

This function includes the personnel, equipment, material, and facilities required for the operations and support of communication networks, channels, frequencies, or circuits such as Class A and Class C circuits, data circuits, telex, and teletype. It includes the use of communications equipment and the use of communications circuits or frequencies (including civil communications networks). It includes facilities and other real property such as communications centers, circuits, landlines, transmitting and receiving facilities, administrative areas, and other communications related facilities.

MEDICAL

This function includes the personnel, equipment, material, and facilities required for medical support such as hospital beds, medical and dental treatment, casualty processing and evacuation, and medical supply storage. This function is the sum of the following subfunctions:

1. Medical/Dental Treatment - This subfunction includes patient care and medical support services. It includes the personnel, equipment, material, and facilities required to support medical and dental treatment, such as medical and dental dispensaries, and general hospitals.

2. Medical Evacuation - This subfunction includes the processing and movement of wounded, injured, or ill personnel to or between medical treatment facilities by air or surface transportation. It includes personnel, equipment, material and facilities necessary to support medical evacuation.

3. Medical Storage - This subfunction includes the facilities for storing medical equipment and supplies.

HARBOR OPERATIONS

This function includes the personnel, equipment, material, and facilities required for harbor operations in support of U.S. Navy operating forces. It specifically includes tasks to operate boat and barge pools and to provide lighterage, port services, visual communications, electronic communications (for harbor control and port services), and small boat repair services. It includes equipment and material such as boats, barges, lighters, communications equipment, boat repair equipment, and administrative equipment. It includes facilities and other real property such as cranes, boat docks, ship mooring berths, and office space.

SERVICES

This function includes the personnel, equipment, material, and facilities required for the performance of a variety of services. It specifically includes explosive ordnance disposal, decontamination (equipment and personnel), laundry service, bath service, food preparation and service, photographic support, civil affairs functions, administrative services, miscellaneous labor, and other personal services. It includes the equipment, material, facilities, and real property necessary to provide the specified support services.

APPENDIX C
CROSS-REFERENCE BETWEEN ACS³ FUNCTIONS AND
PROPOSED OSD FUNCTIONS

Table C-1 lists the ACS³ functions and their units of measure. Table C-2 lists the functions proposed for use by OSD and cross-references them to the ACS³ functions.

TABLE C-1. ACS³ FUNCTIONS AND UNITS OF MEASURE

Identifi- cation Code	Function	Unit of Measure
1.	<u>Transportation</u>	
1.A.	<u>POD and APOD Reception/Departure</u>	
1.A.1.	Cargo	Short Tons/Day
1.A.2.	Personnel	Individuals/Day
1.A.3.	Equipment	# of Items
1.A.4.	Munitions	Short Tons/Day
1.A.5.	Bulk POL	Cubic Meters/Day
1.A.6.	Port Operations	# of Tasks
1.A.7.	Airfield Operations	# of Tasks
1.B.	<u>POD and APOD Clearance</u>	
1.B.1.	Cargo	Short Tons/Day
1.B.2.	Personnel	Individuals/Day
1.B.3.	Equipment	# of Items
1.B.4.	Munitions	Short Tons/Day
1.B.5.	Bulk POL	Cubic Meters/Day
1.C.	<u>In-Theater Origin Movement</u>	
1.C.1.	Cargo	Short Tons/Day
1.C.2.	Personnel	Individuals/Day
1.C.3.	Munitions	# of Items
1.C.4.	POL	Short Tons/Day
1.C.5.	Equipment	Cubic Meters/Day
1.D.	<u>Terminal Transfer</u>	
1.D.1.	Cargo	Short Tons/Day
1.D.2.	Ammo Staging/Outload	Short Tons/Day
2.	<u>Supply and Services</u>	
2.A.	Laundry	Pounds/Day
2.B.	Bakery	Pounds/Day
2.C.	Baths	Individuals/Day
2.D.	Rations	Rations/Day
2.E.	POL	Cubic Meters/Day
2.F.	Depot Operations	# of Tasks
2.G.	Maps	# of Maps
3.	<u>Material Handling</u>	
3.A.	Ammunition/Cargo	Short Tons/Day
3.B.	Equipment	# of Items
4.	<u>Facilities</u>	
4.A.	Troop Stationing	# of Personnel
4.B.	Storage Open	Square Meters
4.C.	Storage Covered	Square Meters
4.D.	POL Storage	Cubic Meters
4.E.	Storage Medical	Short Tons
4.F.	Medical/Dental Dispensaries	Square Meters
4.G.	Hardened Sites	Square Meters
4.H.	Land	Hectacre
4.I.	Maintenance Area Covered	Square Meters

TABLE C-1. (Continued)

Identifi- cation Code	Function	Unit of Measure
4.J.	Maintenance Area Open	Square Meters
4.K.	Storage Frozen	Cubic Meters
4.L.	Aircraft Shelter	# of Items
4.M.	Office Area	Square Meters
4.N.	Ammunition Storage	# of Magazines
5.	<u>Engineer</u>	
5.A.	<u>Emergency Runway Repair</u>	
5.A.1.	Material	Various Measures
5.A.2.	Equipment	# of Items
5.B.	<u>Engineer Work</u>	
5.B.1.	Equipment	# of Items
6.	<u>Decontamination</u>	
6.A.	Personnel	# Decontaminated
6.B.	Equipment	# of Items
7.	<u>Communication</u>	
7.A.	Circuits	# of Circuits
8.	<u>Medical</u>	
8.A.	Evacuation	# of Patients/Day
8.B.	Hospital, General	# of Beds
8.C.	Hospital, Evacuation	# of Beds
9.	<u>Personnel/Labor</u>	
9.A.	Administrative Labor	# Provided
9.B.	Miscellaneous Labor	# Provided
9.C.	Communication	# Provided
9.D.	Decontamination	# Provided
9.E.	Material Handling	# Provided
9.F.	Maintenance	# Provided
9.G.	Medical	# Provided
9.H.	Personnel, Engineer Units	# Provided
9.I.	Security, Installations	# Provided
9.J.	Security, POW	# Provided
9.K.	Supply Operations	# Provided
9.L.	Transportation	# Provided
9.M.	Operation Services	# Provided

TABLE C-2. RELATIONSHIP OF PROPOSED FUNCTIONS TO ACS³ FUNCTIONS

Function	ACS ³ Reference
<u>1. Transportation and Material Handling</u>	
A. POD and APOD Reception/Departure	1.A, 3.A, 3.B, 4.A, 4.B, 4.C, 4.D, 4.K, 4.N, and 9.M
B. POD and APOD and APOD Clearance	1.B and 9.L
C. In-Theater Origin Movement	1.C and 9.L
D. Terminal Transfer	1.D, 3.A, 3.B, 4.B, 4.C, 4.D, 4.N, 9.E and 9.K
E. Movements Control	None
<u>2. Supply</u>	
A. Depot Storage and Distribution	2.F, 3.A, 3.B, 4.B, 4.C, 4.D, 4.K, 4.N, 9.E, 9.K, and 9.M
B. Supply Support	
I. Subsistence	2.B and 2.D
II. Individual and Organizational Equipment	2.G
III. POL	2.E
IV. Construction Material	None
V. Ammunition	None
VI. Personal Items	None
VII. Major End Items	None
VIII. Medical Material	None
IX. Repair Parts	None
X. Support of Nonmilitary Programs	None
<u>3. Equipment Maintenance</u>	
A. Aircraft	4.I, 4.J, and 9.F
B. Ships	4.I, 4.J, and 9.F
C. Missiles	4.I, 4.J, and 9.F
D. Combat Vehicles	4.I, 4.J, and 9.F
E. Weapons and Ordnance	4.I, 4.J, and 9.F
F. Electronics and Telecommunications Equipment	4.I, 4.J, and 9.F
G. Other Equipment	4.I, 4.J, and 9.F
H. Salvage	None
<u>4. Engineering Support</u>	
A. Airfield Damage Repair	5.A and 9.H
B. Construction/Renovation	5.B.1 and 9.H
C. Other Engineering Support	5.B.1 and 9.H
<u>5. Facilities and Base Operating Support</u>	
A. Facility Usage	4.A, 4.G, 4.H, 4.L, and 4.M

TABLE C-2. (Continued)

Function	ACS ³ Reference
B. Base Operations	9.A, 9.B, 9.F, and 9.K
C. Real Property Maintenance	5.B and 9.H
6. <u>Security and Control</u>	
A. Airfield/Port/Installation Security	9.I
B. Rear Area Security and Control	None
C. POW Security	9.J
D. Rear Area Fire and Damage Control	None
7. <u>Communications</u>	7.A and 9.C
8. <u>Medical</u>	
A. Medical/Dental Treatment	4.F, 8.B, and 9.G
B. Medical Evacuation	8.A, 8.C, and 9.G
C. Medical Storage	4.E
9. <u>Harbor Operations</u>	None
10. <u>Services</u>	2.A, 2.B, 2.C, 4.M, 6.A, 6.B, 9.A, 9.B, 9.C, and 9.D

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20. ABSTRACT (Cont'd)

Secretary of Defense (MRA&L) in developing that capability by determining the requirements for a HNS management information system.

We conclude that a system recently developed by the Office of the Joint Chiefs of Staff can support the HNS information needs of the ASD(MRA&L) and that a separate system is not required. We also conclude that the overall HNS program in the DoD can be strengthened by clarifying HNS policy and guidance. We recommend that a DoD directive on HNS be issued. To aid in the development of the directive, we define several HNS terms and functions and propose measures of HNS for use by the ASD(MRA&L).



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